

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Evaluation Manager	Susanne Bech
Project Evaluation Title	Terminal Evaluation of the UNEP Project Generating and Sharing Knowledge for Influencing Decision-Making on Sound Management of Chemicals and Waste (PIMS: 2029) (2018-2023)
PIMS #	2029
GEF ID	
UNEP Sub-programme	SP5 – Chemicals, Waste and Air quality
GEF Focal Area	Biodiversity, Chemicals & Waste
Project Manager/ Task Manager	Mihaela Paun
Office/Division	Industry and Economy Division
Branch & Unit	Chemical and Health Branch/ Knowledge and Risk Unit
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Implementation Plan Sent to PM/TM (Date)	07/07/2025
Implementation Plan Returned by PM/TM (Date)	17/07/2025
Implementation Plan finalized (if different from the date above)	00/00/00

Implementation Plan

No	Challenge/problem to be addressed by the recommendation	Recommendation	Priority level	Type of Recommendation	Responsibility	Proposed Implementation time-frame	Acceptance	Reason if not Accepted or Partially Accepted	Management Action(s) to be taken
1	The project's initial ensured funding accounted for only 11% of the total secured budget. This indicated that the original project design lacked comprehensive forward planning, which constrained the project activity plan, scope, and level of stakeholder engagement. Although it is acknowledged that additional budget was added for activities required dynamically by UNEP high-level event requirements and the integration of a UNEP ROAP-managed	Earlier engagement with donors and improved funding strategies are needed to effectively support core project activities. Additionally, funding sources should be more diversified to ensure fair engagement of funders and to encourage shared responsibility in chemical and waste management efforts, as well as to reduce reliance on donor priorities and enhance flexibility.	Important	Project	KRU and Evaluation Office to pass recommendation to UNEP Project Review Committee	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".

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	project into this project, the funding sourcing process remained lengthy and sometimes restrictive and limited, hindering some sub-project implementation and efficiency.								
2	An overall project steering committee was missing to supervise the project implementation and provide advice for improvement. The quality of project supervision, reporting, financial management, and knowledge management indicates a strong need for improvement the project financial accountability and reporting content and quality. A mid-term review could be beneficial in identifying implementation issues and providing solutions to improve efficiency for the later stage of project.	A mid-term evaluation or review, and dedicated monitoring and knowledge management staff and budget, should be incorporated into the initial monitoring plan for such a global and strategically overarching project within UNEP, to ensure effective management optimization.	Important	Project	KRU or UNEP Evaluation Office	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".
3	The intended benefits of the umbrella project design, such as synergies and inter-cooperation between sub-projects with benefits for UNEP and for beneficiaries at country level, were not evident. Instead, they created coordination challenges and management overlaps during implementation. The priority chemicals' management agendas, including the level of need and focus, vary across contexts. Some are at the action plan and regulation implementation stage, while others, such as emerging chemical issues, remain at the study or assessment stage. The targeted impact by the project's interventions on different chemicals should be clearly distinguished before the start of the (new) project. For example, the lead in paint sub-project—due to its clear demarcation of activities, identifiable direct and	For future similar projects with an umbrella project design, overarching frameworks should be planned to integrate activities, consolidate chemical knowledge, improve reporting, and ensure the efficient use of resources. Transitioning projects to larger, unified programmatic structures, such as such as UNEP's "ONE UNEP Plastic Project on Accelerating a Global Circular Plastic Economy to Reduce Plastic Pollution and its Impacts", is considered a strategic advancement in project design and delivery. Priority chemicals could be addressed within a few single project components with multiple outputs, while cross-cutting topics (e.g. trainings) and frameworks (e.g. political outreach. regional coordination) should be positioned at the overarching level of the component, to ensure efficiency	Important	Project	KRU	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".

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	indirect beneficiaries, attribution and contribution logic, and established scientific foundation—would be a strong candidate for an impact study or impact evaluation.	and also avoid duplication of efforts. Additionally, the expected global impacts of project interventions could be better planned by aligning them with the specific management stages and targets of each priority chemical.							
4	The project management documents were only partially available for evaluation, and some were not aligned with the project implementation timeline or contained inconsistent information. Project implementation was also disrupted by staff turnover and a lack of leadership. Additionally, the absence of technical staff for emerging chemical issues hindered the ability to meet donor expectations.	Adequate staffing capacity shall be ensured, for the management of umbrella projects by the KRU in the future, including management staff, technical staff, and external consultants, to enable effective project umbrella coordination, project monitoring and reporting, facilitate output delivery, and support knowledge management.	Important	Project	KRU	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".
5	The project milestones, outputs, and outcome indicators in reporting were partially inconsistent due to inefficient indicator setting and overlapping or duplicate reporting with other ongoing projects managed by KRU. In addition, few project activities included indicators with gender disaggregation where relevant.	For umbrella projects, to improve project reporting and ultimately maximize project efficiency, the project indicators in the work plan and monitoring plan should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and include gender specific indicators to enhance report quality, hence provide accountability and transparency to stakeholders.	Important	Project	KRU	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".
6	The financial report lacked detail due to the absence of track records at the sub-project/output level, the direct management of funding resources by UNEP HQ, and the involvement of various staff responsible for follow-ups. The missing information shall be identified and addressed timely, instead of to call back at end of the project completion, while some expenditure line was negative in balance compartmented to its available fund.	For umbrella projects, the financial reporting should be improved by effective coordination mechanisms, efficient communication and record between UNEP HQ, KRU, and financial management service. The use of Umoja shall be efficient and sufficient.	Important	Project	KRU	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".

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7	Communication strategies were limited to a few knowledge products and events, even though most of the project deliverables were made available online. The project lacked proper inception and communication plan to align stakeholders and objectives. In interviews with many implementation partners and stakeholders, only a few interviewees were aware of the overall umbrella project and other relevant project activities on the same topic they are working on. As a result, project outcomes could not be effectively scaled up, referenced, or attributed.	For umbrella projects, communication strategies should be enhanced to promote project visibility, accessibility of project knowledge and information, marketing of project results for stakeholders and beneficiaries, both in technical communication and broader sustainability efforts.	Important	Project	KRU and UNEP Communication Division	Within six months of finalization of the evaluation process.	Accepted		Recommendation to be considered into the new UNEP umbrella project document titled "Chemicals, Environment, and Health: Accelerating transition towards toxic free planet".